A Study of Effect of Stress Management Techniques on Efficiency of Real Estate Employees in Rajasthan

A Synopsis

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1. Introduction:

On this globe, everyone is somehow affected by stress in his/her day to day life and hence stress is said to be a universal phenomenon. No one; either individual or organization can claim to be stress free. Life is very challenging and more demanding in personal, social and economic fields. High standards of performance, high quality in work and getting aspirations and the fulfillment of all the expectations are required everywhere. In jobs or service sectors stress plays a significant role in the performance of the employees. Hence it is required to have some techniques to cope with stress which may help to achieve targets and goals of the organization. In every organization; some specific goals, objectives and targets are set to achieve and every employee is forced to have a stressful and hectic lifestyle. If he/she fails to meet, he/she faces stress and other psychological problems. It effects on human being, which gives rise to tension, frustrations, anxiety, pressure, depression and anger. The United Nations International Labor Organization (ILO) has defined occupational stress as Global Epidemic[1]. Stress has been defined as imbalance between demand and response (McGrath, 1970)[2]. Stress is a psychological reaction to the demand innate in a stressor that has the potency to make a person feels restless or distressed because the person feels that he is not capable of coping with these demands. (Han Selye, 1956)[3] defines stress as a non-specific response of the body to the demand.

2. Features of Stress:

1. Stress mainly is the state of mind which creates a psychobiological reaction in the human body.

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[1]. International Labour Organization Report, (2012) Stress prevention at work checkpoints: Practical improvements for stress prevention in the workplace, International Labour Office Geneva.

[2]. McGrath, J. E. (1970). A conceptual formulation for research on stress. In J. E. McGrath (Ed.), Social and psychological factors in stress (pp. 10-21). New York: Holt, Rinehart, & Winston.

[3]. Han Selye: *The Stress of Life*. New York: McGraw-Hill, 1956, ISBN 978-0070562127

2. It is mainly caused by a situation which makes excessive physical and psychological demands on the part of an individual. Such situation is known as stressor or stimulus.
3. In stressful situation normally individual feels anger, tension, anxiety and depression.
4. The stressor or stimulus causing stress to one individual may not necessarily causes stress to another individual. It depends on the capacity and the resourcefulness of the individual to cope with that situation.
5. Stress has both positive and negative outcomes. If it is at a desirable level it may induce an individual more efficient, creative and hard working to cope with them adverse situations and vice versa.
6. Stress may be two types. The first type is created by desirable and pleasurable situation such type of stress are known as eustress.eg unexpected salary hike and promotion of an employees to a higher position. The second type is created by undesirable situation such type of stress are known as distress, E.g. work pressure and long working hours. Distress is considered harmful for employees and organization.[4]

Hans Selye has explained General Adaptation Syndrome (GAS) model included three stages; alarm, resistance and exhaustion. Alarm stage of the GAS alerts the individual to the environmental condition and prepares the body for resistance stage, it is in the resistance stage of the GAS where an individual struggles, fights, and exposed to health risk and distress. Finally, the exhaustion stage as this capacity diminishes.

Employers should give a stress-free work environment, where stress creates problems for employees and take adequate action to reduce stress. Stress in the workplace not only reduces productivity but also increases management pressures and makes people physically and mentally ill. Workplace stress affects the

[4] Gary, John organisational behavior- Understanding life at work". foresman and company, USA, 1983, page.144-165

performance of employees. Stress affects memory, concentration and learning power of employees. Stress at work also provides a serious risk of clash for all employers and organizations carrying significant drawback for damages, bad publicity and loss of reputation. Dealing with stress-related claims also consumes vast amount of management time. Therefore, there are clearly strong economic and financial reasons for organizations to manage and reduce stress at work.

According to a survey conducted by professional services company Towers Watson[5], major causes of stress include unclear or conflicting job expectations (40%), inadequate staffing and lack of support, uneven workload or performance in groups (38%)and lack of work-life balance (38%). Globally, inadequate staffing is known as the single most important contributor to work-related-stress.

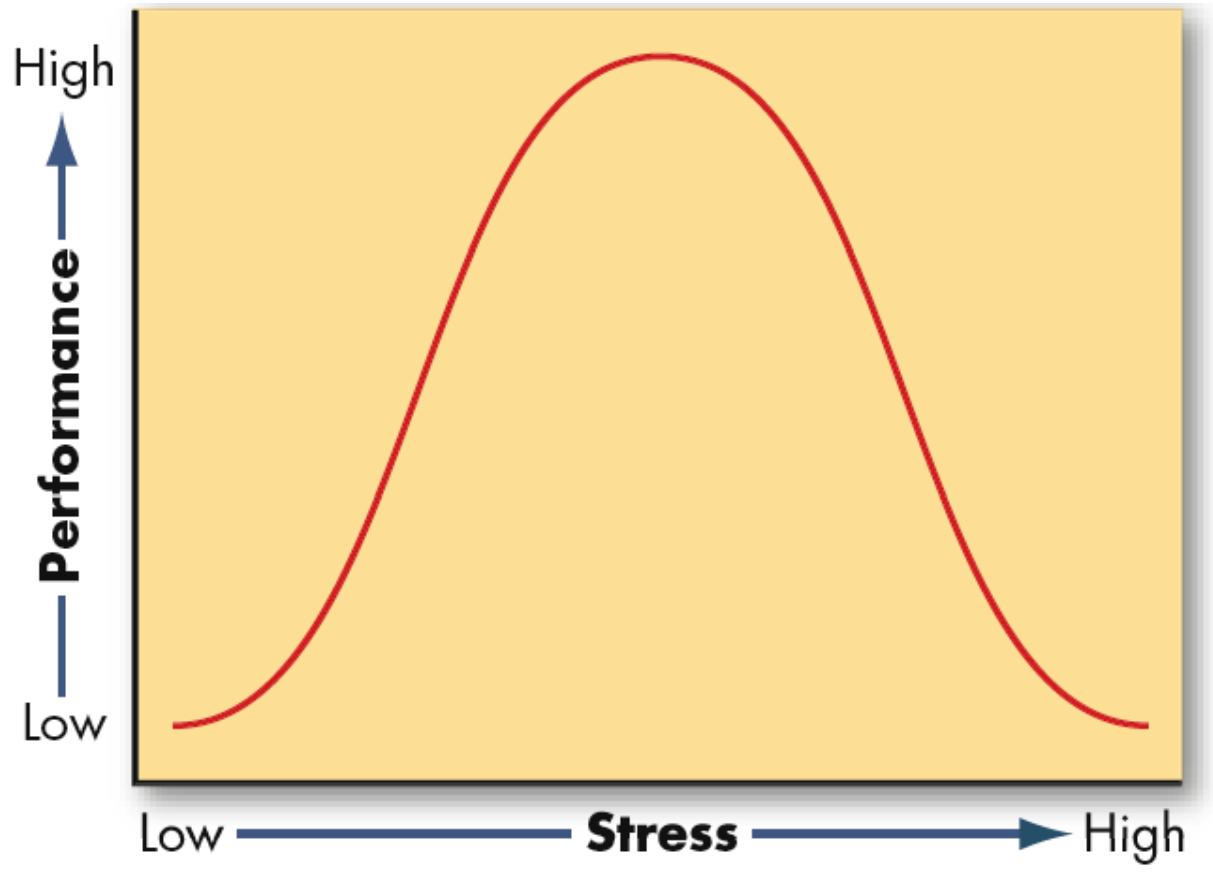
3. Stress and Job Performance:

Stress has a direct impact on employee performance. Stress leads to improve performance to an optimum point beyond the optimum point further stress and arousal have detrimental effect on performance. This is because employees who work in highly stressful situations may feel tired and depressed. They also create physical and mental problem such as high blood pressure, hearing problem and mental disorder. These mental and physical disorders not only affect the performance of the employees but also affect the productivity of the organization. Many researchers have concluded that some degree of stress is necessary for physical and mental growth. This is because, due to some stress individuals become more creative, innovative and alert. They learn new skills and knowledge to cope up with adverse situations. These are positive situations to increase the

[5] Professional Service Firms: Re-Engaging and Retaining employees. Tower Watson, AUS Perspectives, March 2011. https://www.towerswatson.com

morale of employee and self-satisfaction. On the other, hand high degree of stress causes regularly undesirable and unpleasant situations that create physical and psychological disorders and it has known as distress. So, in this way, one can say that low degree of stress causes negative outcomes such as lack of motivation, lack of interest and gets negative impact on productivity of organization and moderate level of stress creates desirable and pleasant situations that help the individuals to improve the performance of job and the productivity of the organization.

Inverted U-Relationship between Stress and Job Performance



Source- Stephen P. Robbins- "Organisational Behaviour"6

[6]. Robbins.P. Stephen. "Organisational Behaviour." prentice-hall of India private limited India , New-Delhi, edition 10th ,page 583

4. Causes of Stress:

There are various causes, which create stressful situations in the life of an individual. These causes are also known as stressors and create a high level of stress. Stress depends on person capability and it varies from person to person. These cause are given below-

1. **Environmental Causes-** Environmental factors are dynamic and changeable from time to time. Management does not control them. Environmental factors not only affect the functional growth and development of the organization but also responsible for causing stress among individuals who work in various organizations. There are so many factors that increase stress in the minds of employees who work in organizations like economic uncertainty, technology changes, social cultural changes etc.
2. **Organizational causes-** People work in organizations, perform the various types of job, and play a variety of roles for achieving the organization goals. There are various causes such as-
    - **Characteristics of the job-** These potential sources of stress relate to the vital nature of the job itself such as the working conditions and type of tasks. This is related to work performance closely monitored, organizational changes for change's sake, dull and repetitive work, dealing with difficult customers and clients and lack of enjoyment of job.
    - **Work-overload-** This is the point to which individuals feel that the demands of their workload and the allied time pressures are a source of

pressure such as unrealistic deadlines and expectations, technology overload and under recruitment of staff for work already timetabled.

- **Role in organization**- If the employee's role within the organization is unclear it may be source of stress. Role conflict occurs when an individual is expected to play two contradictory roles. Role ambiguity arises if the role is not well defined and it involves uncertainty regarding job expectations and job description.
- **Relationships at work-** Employees is working in organizations develop personal relationship. These relations may be with supervisor and colleagues. Poor or unsupportive relationships with colleagues and supervisors can be a potential source of pressure. Failure to establish friendly relationship can be a result of aggressive management style, absence of support from others, isolation at work, avoiding behaviour, bullying and irritation, lack of understanding and leadership, manager always finding faults in your work.
- **Organizational Structure-** Organizational structure defines the level of differentiation, task allocation, supervision and coordination in the organization. Extreme rules and lack of participation in decisions might be potential sources of stress.
- **Organizational Culture**- In any organization, the quality of interpersonal relations and the style of leadership depends on the environment and the culture of the organization. The environment which is full of fear, suspicion, distrust and conflicts becomes the main source of stress for the

employees. In other words; lack of effective communication, control and task oriented environment may also contribute an unfavorable conditions.

- **Reimbursements and benefits-** The financial rewards consociate with a job are important in terms of lifestyle. They are also often perceived to be an indication of an individual's worth and value to the organization.
- Career development and Job security- If there is lack of career opportunity in the organisation and lack of job security it may be source of stress. Job changes are a source of pressure, for example job insecurity, lack of job stability, temporary or fixed term contracts, future job change and fear of skill redundancy.
- **Work and home interface-**The demands of work have affected personal and home life and so put a strain on relationships outside work. For example, working people fail in maintaining a proper balance between personal and professional life.

3. **Personal Causes-**Many events related to the individual that are taking place outside the organization may also become the source of stress at work for employees. Some past incidences like traumas and unhappy events may contribute stress in life. For example, events of personal life like divorce, death of loved one, hostile environment of family, financial difficulties, personal health problem have been considered as personal causes of stress.

5. Effects of Stress:

Organizations are man-made system run by employees. Employees who work in highly stressful situations develop undesirable tendencies in their working behavior. In medical science, stress affects the human body and sub systems of

human body such as nervous system, immune system and blood pressure. Stress affects individuals in various ways such as physical effects (headache, backache, restlessness, loss of appetite, infections, skin problems, and respiratory disorder), psychological effects (tension, anxiety, fear, depression, loss of concentration, forgetfulness, loss of self-confidence, nervousness, negative thinking, mental disorder, frustration, personality disorder, anger) and behavioral effects such as arguing, crying, conflicting attitude, sleeping disorder, exhaustion, burnout, carelessness and frequent mistakes, increase absenteeism, decrease commitment of work and increase staff turnover. Stress not only affects on employees but also affects the organizations. Major effects of stress can be classified as under:

- Performance- Stress adversely affects the performance of individuals in an organization. It ultimately contributes low productivity of the whole organization because the organization works through these individuals.
- Change in Attitude- Employees who face highly stressful situation constantly for a long period are bound to experience some change in attitude. They develop negative thinking, low morale and job dissatisfaction and fail to maintain friendly interpersonal relation with co-workers.
- Withdrawal Behavior- The stress faced by employees also results in behavior. As a result of this, it increases absenteeism, Employees' turnover and adversely affects the internal environment of the organization.

6. Stress in Real Estate Industry:

Donna Webeck (2016) says that it's a truth universally acknowledged in the demanding industry of real estate: there are no guarantees. Perhaps then, that's why stress is so prevalent among the almost all real estate agents, brokers, property managers and employees (ABS Census 2011) who are all vying for a share of this cut-throat market. It's also a reason why anxiety and depression are becoming so staggeringly commonplace in this field.

A report from the Coroners Court of Victoria also ranked real estate as a high risk industry, with an average annual suicide rate of 13.4 people per 100,000 employees (2008-14) – higher in the danger spectrum than police officers.

Such damning evidence showcases the need for a conversation to be started on the mental health and wellbeing risks confronting real estate employees.

Laing & Simmons[7] is one agency that has been proactive in the face of such sobering statistics. As per its report it is seen that the real estate employees are facing crucial situations these days as most of the owners, managers and employees showed anxiety and depression while discussed about present scenario of real estate industry.

[7] http://www.lsre.com.au/

"It is a stressful job," Pilkington (2016)[8] said. "Real estate agents are dealing with people buying and selling houses, which is one of the most stressful things you can do. That stress in turn can sometimes impact the agents involved."

Real Estate Institute of Queensland chief executive Antonia Mercorella(2014)[9] agrees. "Sometimes, the sale of a property comes about through divorce or a death or financial distress and this adds enormously to the level of stress and to the emotional elements of the situation.

"It is not uncommon for real estate professionals to be threatened, abused, or in many other ways mistreated by vulnerable, emotional or desperate clients. Facing highly emotional situations most of the time in your working life can be exhausting and take an emotional and physical toll."

Real Estate industry in India, now a day, is growing with a rapid speed and boost has been seen in its growth since two decades. There has been seen more and more competition in every sector of this industry. Various buildings, malls, houses, villas, flats, bungalows are seen to be constructed in each and every city of India. Various property dealers are attached with builders and real estate developers to sell and buy properties. From some years this business/industry seems to be most profit making industry in India. The competition and aspirations are also high in this market which affects the mental health of employees working in this sector.

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[8] Pilkington (2016). Seven habits of highly effective real estate agents and property managers. https://www.linkedin.com/pulse/7-habits-highly-effective-real-estate-agents-property-pilkington?articleId=6183816464290557952#comments-6183816464290557952&trk=prof-post

[9] Matthew Cranston. REIQ's Antonia Mercorella ready to reform industry. Financial Review, November 2014. http://www.afr.com/it-pro/reiqs-antonia-mercorella-ready-to-reform-industry-20141113-11me2u

People invested heavy amount in this industry and hope for huge yields in return, so they always keep a pressure on the employees to find customers with high potentials. The employees prefer this industry as they are given higher wages and salaries with lots of incentives/commissions.

After demonetization, this sector affected very worse and property prices has been declined too much. People working in this industry are too tense to manage the new situation. The anxiety and stress are higher than ever. Employees are asked to search for buyers who can purchase properties on maximum prices. Salaries of employees have been reduced and most of employees have been terminated from the offices. Rest of the employees are working in very stressful situations where a single mistake can become a reason to leave jobs. This causes them to manage the situation by adapting various stress management techniques, which are different as per the requirement or the individuals capacity, capability and availability of resources. The managers of real estate industries prefers those employees staff members which can adapt and use new technology and can handle new situations arise in this sector. In India the use of technology in this industry is high on construction ground but the use of technology on mental ground is still low. Most of the employees do not know how to cope with mental stress. Hence, professionals, working in this industry face many problems in relation to their jobs, e.g. completing projects, designs, elevations, locations, clienteles, prices, facilities, dealing with customers and society members, dealing with government, making institution as profit making industry etc. these challenges cause pressure, tensions, frustrations, anxiety and fear in educational professionals resulting stress in them. This stress affects their psycho-motor personality and also hits their life at every

dimension. It is really a challenge for these professionals to cope with this stress. Every employee adapts some specific technique to cope this stress. The researcher will try to study these techniques which are used by real estate employees to reduce the stress at their work place and also the effect of thes techniques on their efficiency.

7. Objectives of the study:

The researcher has framed following objectives for the study-

1. To measure the level of stress in the employees working in real estate industry.
2. To identify the causes of stress in the employees working in real estate industry.
3. To analyze the effect of stress on job performance of employees working in real estate industry.
4. To examine the stress management practices followed by the employees working in real estate industry.
5. To examine the effect of stress management techniques adapted by real estate employees on their efficiencies.
5. To suggest stress reducing strategies for enhancing the overall performance of the employees.

8. Review of literature:

8.1 National Studies:

Radha. G. (2014), in her study entitled- "Occupational Stress among the bank Employees in Tivarurar District of Tamil Nadu , expresses the level of occupational stress among public sector bank employers. The result of the study reveals that the officers and clerical staff experience high level of stress and sub-staff face moderate occupational stress. This study defines that occupational stress to be harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities resources, or needs of the workers.

Anbazhagan. A (2013) Work Stress of Hotel Industry employees in Pondicherry have identified the causes of stress. The type of research is descriptive opinions are qualitative in nature. Most of the respondents have not cleared about their organizational goals and hence there have role conflict. They have found that unachievable deadline is one of the areas where the employee faces stress. Most of the employees feel that the organization is not utilizing their ability properly.

Shukla Harish & Garg Rachita (2013) have conducted a study on stress management among the employees of nationalised banks in Indore, observed that most of the employees fear with the point that lack quality in their work sets stress on them. The researchers have explained that this study has exploratory in nature and maximum number of employees in bank has remained in stress. The main

causes of stress overloaded, non-achievement of their target of work, family problem, the order of their boss by sacrificing their important home function.

Pathak Deepti (2012) has examined the understanding between organizational stress, job satisfaction and Perceived Organizational Support in the study Role of perceived organizational support on stress-satisfaction relationship: An empirical study The result of the study shows that Perceived Organizational Support has moderated relationship between both. The study has done on a sample of 200 managers belonging to Private Sector Organizations of Delhi/NCR region. The result has showed that Organizational Role Stress has negatively related with job satisfaction.

Deshpande C. Revati (2012) has explored the various causes of stress at workplace in the study- "A healthy way to handle work place stress through Yoga, Meditation and Soothing." It aims at suggesting the various stress management techniques like humour Yoga, Meditation and Soothing. The study has exploratory in nature and based on secondary data. The researcher has suggested that Stress to be reduced if enterprises take the right steps. Employees perform better, work harder, feel happier and have a long-term commitment to the organization in stress free environment. Now time has come when the organization adopts philosophy of "Healthy Mind adnd Healthy Body."

Satyanarayan. K.S. & Maran. K. (2011) in a study on Stress Management in IT Industry, highlight the job stress, types of stress and its impact on employees who have working in various departments in SEMANSYS technologies. The researchers have found that the major factor of stress has workload, vulnerability

and low physical conditions. Significant correlation between workload and emotional exhaustion and there is no significant different in stress variable and gender. They have used the 100-sample size and convenience sampling method. They have given the some suggestion for reduced the stress such as yoga, counseling, brainstorming games, relaxation activity.

Banu Vijaya.C (2010) stress management in SRF limited, have examined that the social economic background of the employers affect by organizational factor and individual factor and given coping strategies to reduce the stress. The study has taken low-level employers of SRF limited. The researchers have suggested that each organization concentrate on stress management for improve the productivity and performance.

Bhattacharya Sunetra and Basu Jayanti (2007) have perceived in their study Distress, Wellness and Organizational Role Stress among IT Professionals: Role of Life Events and coping resources", that among IT professionals of Kolkata, subjectively experienced distress and wellness are closely associated with Organizational role stress. The researchers have observed that personal and professional stressors exert cumulative effect on the individuals. Women professionals have greater feeling of wellness and less organizational stress than men Professionals. The older age group takes more distressed than the younger age group. Organizational role stress to be predicted from the number of stressful life events and coping resources taken together.

8.2 International Studies:

International Labour Organization (2012) discussed in an study "Stress prevention at work checkpoints: Practical improvements for stress prevention in the workplace" ,the checkpoint of stress prevention at work. The group has composed of six external specialists on stress and work improvement as well as ILO staff members. The experts have come from different countries and one expert has come from world health organization. In the report they have emphasized on important causes which affect the workers such as partiality in justice, job demand, job control, lack of social support, poor working condition, poor relationship at workplace, offensive behavior, poor work life balance and job security. They have discussed why stress prevention is important for organization and how to check all the point of stress in practical way.

Parilla S. Eric (2012) analyzed in a study entitled "Level of stress experienced by NWU Employees: towards developing a stress management", has determined the level of stress experienced by NWU (NORTH WESTERN UNIVERSITY) employees. The researcher finds out that the middle level employees experienced the highest degree of stress and the level of stress compared to the other job position. The result that personal characteristics (age, gender, income number of family members) has not correlated to job stress while job position has correlated with job stress. Productivity and stress has negatively correlated.

Musyoka Mary (2012) in a study “Employee stress and performance of companies listed in the Nairobi securities exchange” , have emphasized the relationship between job stress and corporate performance. The result of the study is that low level of stress is positive impact on performance but the stress is increase it decrease the performance of employees and its affect the organization.

Stoica Mihaela and Buica Florin (2010) in the study “occupational stress management” , have identified the stress management strategies on the organizational level one such program has developed by health Weimar institute in California and named NEW START (also valued a symbol) mnemo-technical formula. The initials mean the following: N - nutrition (food), E - exercise (physical effort for "clearing the mind"), W - water (daily consumption of more than 2 litres of water), S - Sun (sun, judicious exposure to sunlight), T - Temperance (moderation, including periods of employment adjustment/ relaxation), A - air (fresh air), R - rest (sleep and relaxation including weekends) and T - trust (social support, trusting somebody).

Bashi Usman (2010) in his study “Impact of Stress on Employees Job Performance: A Study on Banking Sector of Pakistan”, have analyzed the relationship between job stress and job performance. The result has indicated that job stress has negatively correlated with job performance and the researchers find out that job stress significantly reduce the performance of employees. The stress in work environment reduces the intention of employees to perform better in jobs.

Zhang Jianwei (2010) in the study entitled Organizational climate and its effects on organizational Variables: An empirical study, has investigated the characteristics of organizational climate and its effects on organizational variables such as turnover intentions, job satisfaction, work efficiency, job stress and organizational commitment. The researcher finds out that organizational climate not only effect on human resource effectiveness but also effect on organization effectiveness.

9. Research Methodology:

This research aims at studying and assessing the level of stress in the selected educational institutes and suggesting the coping strategies of stress in educational industry. The research will be exploratory as well as descriptive and analytical in nature as it will use both primary and secondary data.

10. Research Design:

Research design is descriptive in nature. Research design is the overall plan or programme of research. It is common layout for the collection, measurement & analysis of data. In descriptive study information is collected without changing the environment. Descriptive research design used to recognize & gain information on the characteristics of particular problems. Collection of data will be take quantitative & statistical techniques to summarize the information. Descriptive statistics use to obtain the mean and standard deviations.

10. Data collection:-

1. **Primary Data-**

   Primary data will be collected from the employees working in major real estate industries working in Rajasthan. Primary data will be collected through Personal Interview, Telephonic Interview & Questionnaire designed specifically for the professionals working in real estate industry.

2. **Secondary Data-**

- Journals

- Magazines
- Websites
- Research publications

11. Sampling:

11.1 Sampling Unit: Four Top most real Estate companies working in Rajasthan.

- Mahima Group
- UDB Group
- UB Group
- **Sunny Group**

11.2 Size of Sample:

Twenty professionals from each company shall be selected randomly, out of which 10 shall be juniors (less than 10 years experienced) and 10 shall be senior (more than 10 years experienced). Hence, the sample size shall be 80.

12. Instruments/ Data Collecting Tools:

The researcher shall use 2 types of stress measuring and stress coping scales

- Perceived Stress Scale (PSS)
- Stress Coping Resources Inventory

13. Statistical Techniques:

Following statistical techniques shall be used to analyze the data-

1. Central Tendencies.

2. Percentage.
3. Column Diagram.
4. Pie Chart.
5. T-test
6. Regression

14. Hypothesis:

The researcher would like to test the validity of the following null hypotheses with reference to above stated objectives.

H01: The level of stress in the employees working in real estate industry is average.

H02: The Causes of stress in the professionals working real estate industries are common.

H03: There is no significant difference in the effect of stress on efficiency of employees working in different real estate industries.

H04: Stress and efficiency are independent to each other.

H05: Stress management practices followed by employees working in real estate industry are common.

H06: There is no significant difference in prevailing stress management practices in professionals working in different types of universities.

15. Delimitations:

1. The research is delimited to Rajasthan State only.
2. The Research is delimited to employees working in real estate Industry only.
3. The research is delimited to top four real estate companies only.

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